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Good morning/afternoon/evening. My name is [name and title].

This briefing will provide a corporate overview of the agency. It will touch on the agency's major facets. Although it will not get into technical nuts and bolts about the products and services the agency provides, I hope you will leave with an understanding of what geospatial intelligence—GEOINT—and the vision and direction of our agency are.

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Today we will cover a lot of ground. I will discuss what NGA is and what we do. I will define geospatial intelligence and explain why it is important. I will describe how NGA is transforming and explain where the agency is heading. Finally, I will give you some take-away bullets on the essential points of this brief.

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The National Geospatial-Intelligence Agency (NGA) is both a national intelligence agency and a combat support agency.

Our Director, retired Air Force Lt. Gen. James R. Clapper Jr., reports to both the Secretary of Defense and the Director for Central Intelligence and our agency receives funding from both the Department of Defense and the Intelligence Community.

NGA was formally known as NIMA, the National Imagery and Mapping Agency. It was stood up in 1996 from an amalgam of eight organizations that were absorbed either in whole or in part by the enactment of a public law.

NGA's mission is to produce timely, relevant and accurate geospatial intelligence or GEOINT in support of national security objectives. The definition of GEOINT is: "The exploitation and analysis of imagery and geospatial information to describe, assess and visually depict physical features and geographically referenced activities on the earth." I will talk more about what GEOINT is and why it is important as we move through the brief.

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Our Director, General Clapper, headed the Defense Intelligence Agency for three years as an Air Force three-star general.

When he assumed the role of Director of NIMA on Sept. 13, 2001—two days after 9/11—he immediately began transformation efforts. Talk about hitting the ground running—there was no time to get comfortable.

General Clapper quickly coined the phrase, "Know the Earth ... Show the Way." His vision for NGA is to provide geospatial intelligence, or GEOINT, in all its forms, from whatever source, using the newly created products to provide the foundation for decisive planning and action. Our vision is to afford easy access to GEOINT data for all stakeholders—the military, congress, industry and government agencies—and to create tailored, customer-specific GEOINT products and provide valuable analytic services and solutions.

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As I mentioned before, NIMA was created Oct. 1, 1996. It united several organizations, including the CIA's National Photographic Interpretation Center, or NPIC, and the Defense Department's Defense Mapping Agency. Because both organizations wished to maintain their tradecraft legacy ties, a compromise was reached to retain both imagery and mapping within the new organization's name. But, the agency quickly developed its own tradecraft—geospatial intelligence. Our leadership thought the name of the agency should reflect that reality.

On Nov. 24, 2004, the President signed the 2004 Defense Authorization Bill. This provision authorized NIMA to formally change its name to the National Geospatial-Intelligence Agency (NGA). Our new name

was the latest step in a transformation process under way since our inception on Oct. 1, 1996 to introduce the new intelligence discipline within the Intelligence Community (IC).

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The standard NIMA symbol with an eagle and arrows was transformed into an NGA seal. For its new seal, NGA went with something totally new to the IC and DOD communities. Our seal captures our vision: Know the Earth...Show the Way.

The globe symbolizes the totality of the mission. Its pixelization symbolizes the Agency's background in imagery analysis, while the grid evokes mapping. The radiating star above the Earth is showing the way toward new concepts, technology and products. The day and night depiction suggests the round-the-clock nature of NGA's work. The new seal includes a red compass, also found on the CIA seal. The compass or star, as some call it, has 16 points. These represent the worldwide search for geospatial intelligence and the navigational mission.

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NGA is headquartered in Bethesda, Maryland, but has other facilities in the East and West. As you can see, there are concerns for management and force protection. There is also a logistics problem with having all of our facilities and resources located throughout the country.

In the event of an emergency or disaster here at headquarters, command transfers immediately to St. Louis and our Western executive assumes control until the director or deputy director of NGA can set up command and control at another NGA facility in the Washington, D.C. area.

Our infrastructure will likely undergo many new changes in the future because the BRAC Commission has recommended that we consolidate our East facilities onto one campus at Ft. Belvoir, Virginia.

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So, what is GEOINT and why is it so important?

Slide 9: GEOINT unites the complementary fields of imagery intelligence, mapping, charting and geodesy into a single, integrated intelligence discipline.

We use GEOINT to support what we call Intelligence Preparation of the Environment (IPE). IPE is based on IPB or Intelligence Preparation of the Battlespace or Battlefield. We layer data about the earth, whether in a maritime or terrestrial context, to provide our nation's decision makers and warfighters with the information they need to prepare for and respond to national security challenges.

It is our belief that the reliable integration of these multiple layers, built to meet specific themes or perspectives of need and found in a variety of formats, allows us to deliver an infinitely useable and calibrated foundation upon which other disciplines of information can be laid. All this collaborative information then enables the policy and decision makers and the planners and the operators to work consistently and with minimized risk.

We try to answer the questions on the right side of the chart at either a global, regional or local context. By doing so, we prepare our customers (national decision makers, warfighters, etc.) with the answers they need to plan and execute important missions.

The red banner on the other side that reads "standards" acknowledges that NGA is leading the way to standardize the sharing of geospatial information. As the functional manager for GEOINT, NGA created the GEOINT Standards Technical Working Group, or GWG.

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GEOINT allows us to create integrated information and intelligence by fusing multiple sources of information to support planning, decision making and action.

GEOINT truly allows us to quickly see actionable intelligence. It is a form of intelligence with many capabilities and limitations, many of which are listed above on this chart.

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How is GEOINT making a difference? Let's look at the case of GEOINT and precision bombing. During World War II, tactics for trying to get rid of a target were essentially to carpet bomb an area with tens to hundreds of bombs that would hopefully hit a handful of targets. GEOINT has improved our accuracy, allowing us to use fewer bombs to hit targets.

Precision bombing cuts down on civilian casualties and minimizes collateral damage to useful structures, such as runways and buildings.

Precision bombing is done through a service that we provide called point mensuration, where NGA provides precise geodetic WGS-84 datum coordinates and elevation data to the intelligence and military community in their requirement for conventional targeting purposes. This data is required for intelligence products (Operational Support Packages, Basic Target Graphics, etc.), modern weapons systems, and new weapon development and testing.

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GEOINT is also helping us face modern national security and intelligence challenges. We no longer operate in the war environment of the Cuban Missile crisis and Cold War where U2s gathered surveillance of static targets and then returned a few days later to the same location to find that the same targets were still generally located in the same place.

Now armies, divisions and individuals move quickly above and below the earth's surface. We are forced to follow these more transient adversaries, processing the imagery we collect in short timeframes. We don't have the luxury of relying on static targets. Real time targeting and persistent surveillance are strategies we currently employ to gather/gain information on these transient individuals and mobile targets.

GEOINT is also helping us face our adversaries' denial and deception techniques. Our adversaries hide their equipment, bury their dirty work, and carry out missions underground. To succeed, we must adapt to this unconventional warfare, using our GEOINT resources to locate the tunnel entrances, utilize change detection resources, and use persistent surveillance.

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No Text

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Talking about geospatial intelligence is like saying the three most important things in real estate are "location, location, location." If you think about it, everything and everybody has to be someplace. The geospatial foundation is the common denominator over which other forms of intelligence can be overlaid. That is why it is important that we have that base foundation.

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How NGA will operate in the future given the unconventional and changing challenges that face the agency is what transformation is all about.

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NGA's organizing principle has been Now, Next and After Next. Now is what we are doing at this moment to help either our customers or NGA. Next is looking down the road three to five years. After Next is looking 10, 15, 20 years down the road.

NGA is broken down into staff offices which support the executive command. Our line directorates are NGA's nuts and bolts. Let me explain briefly what those directorates are and what they do.

Source operations - (NGA) is the imagery and geospatial intelligence functional manager for the IC. From the standpoint of imagery tasking and collection, the Source Operations & Management's (imagery) acquisition role has the principal components:

1. Operational control over the National Technical Means (NTM) imaging assets as outlined in Director of Central Intelligence Directive 1/8 (DCID 1/8)
2. " ... advisory tasking for theater and tactical assets" (DCID 1/8)
3. Service as the sole DoD action agency for all purchases of commercial and foreign government-owned imagery-related remote sensing data (DoD Directive 5105.60)

The Enterprise Operations Directorate (E) is responsible for day-to-day systems operations and leveraging technology to ensure and protect NGA's mission by operating the National System for Geospatial Intelligence (NSGI) and providing enterprise, corporate, dissemination and information services.

Analysis and Production is where we house most of our employees. This is where we analyze and produce the products we send out today, which includes digital nautical charts, notice to mariners and other GEOINT products.

The Acquisition Directorate enables, acquires, and provides systems, supplies, services and business solutions that advance NGA's national leadership role in geospatial intelligence. Specifically, acquisition acquires the capabilities that support the functions of tasking, processing, posting and utilization for the NSGI, delivering the future now.

InnoVision focuses on the future of geospatial intelligence, forecasting environments, defining future needs, and developing innovative solutions and technologies through focused research and development and systems engineering. InnoVision is leading NGA's partners and customers towards a real-time, fully integrated view of the world providing actionable intelligence to the nation's decision makers.

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This chart also shows how NGA is transforming. Let me highlight a few of the transitions from this chart on which NGA is focused.

We have moved from traditional mapping and pictures to GEOINT. We are transforming and combining the mapping and imagery disciplines to produce rich geospatial intelligence. Where maps are two-dimensional, GEOINT can be used to create fly-through visualizations to help warfighters understand where they are going before the mission starts.

We have moved from a reliance on National Technical Means and Electro-Optical imagery to a usage of more and more commercial imagery to help lighten the load on NTM. We are also increasingly using airborne surveillance and imagery and all forms of the elector-magnetic spectrum from multi to hyper spectral imagery products to create quality GEOINT products.

We have moved from a working environment that is heavily dependent on government employees to one in which there are many contractors working throughout our agency. We now have a roughly 50/50 contractor–government ratio. We are rapidly integrating contractors as part of the NGA team. We must work with industry to create an ongoing dialogue on new GEOINT technologies, techniques and practices.

We are pushing for a very robust Tasking, Processing, Exploitation, and Dissemination (TPED) architecture. To achieve this, we will converge our systems to provide a more inclusive, persistent, responsive, accessible and tailored architecture to maximize our GEOINT capabilities.

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The Intelligence Community is currently in a time of transition and transformation. NGA is on the forefront of the transformation within the Intelligence Community. NGA is developing new GEOINT products and services and forming key partnerships with other intelligence agencies.

Our Agency is moving towards an environment of collaborative, predictive and actionable intelligence. We will provide a self-service environment for GEOINT customers, analysis that is insightful, actionable and deep, and tailored for on-time solutions.

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Transformation at its heart is about harnessing technology. We will continue to move away from 2-D mapping and text to provide the GEOINT our customers need. This photo is what we are trying to get away from. During Operation Iraqi Freedom, NGA delivered 325 hard drives to 50 remote locations in theatre to provide current, uniform digital map products and imagery to multiple commanders and provide them all with a common operating picture.

Having our personnel forward deployed and having commanders with our hard drives allowed units to create customized map products. They didn't have to tape maps together or have an objective at the corners of several hardcopy maps.

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As a combat support agency, we created map products of the region anticipating warfighters' needs, and started printing off millions of copies.

As we move towards the future, NGA will increasingly create a self-service environment. The watchwords for this are phrases such as "all digital," "data centric" and "e-business model." Think about how we use the Internet these days. We are used to getting the information we need, when we need it—anytime, anywhere. We demand the ability to "pull" items that we need such as news, stock quotes, books, groceries. GEOINT has to follow the same model. A self service, one stop access portal to NGA is part of the solution and storehouses such as the one in this photo will become less relied upon as the repositories for information.

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Several major points are important for you to take away from this brief.

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First, I would like to highlight some of the challenges that face us today and in the future.

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Finally, it is important to remember that

- All of NGA's Core Competencies Comprise GEOINT
- GEOINT provides the Foundational "Knowledge Map"
- NGA is both a Combat Support Agency **and** a National Intelligence Agency
- We Are Transforming
- People are Our #1 Treasure